Slide 1

ACT | MARS

Overview of the
A C T Model & Process
for the APM
- 6th March 08

by
Jon Broome
The Advance Consultancy Ltd

ACT stands for **A**lliancing **C**apability **T**oolkit.
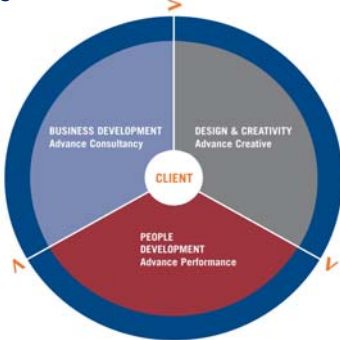
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ACT | MARS

Agenda :

> Brief Intro to Advance & the assignment

> Key challenges in developing the ACT

> Origins of the ACT

> The ACT Model & Process explained

> Lessons Learnt

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Working with Advance

BUSINESS DEVELOPMENT
Advance Consultancy

DESIGN & CREATIVITY
Advance Creative

CLIENT

PEOPLE DEVELOPMENT
Advance Performance

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Integrating business and behaviour to release potential

Business Know How

Behavioural Efficiency

> Trust
> Openness
> Honesty
> Challenge
> Fun

Increased Competitiveness

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ACT | MARS

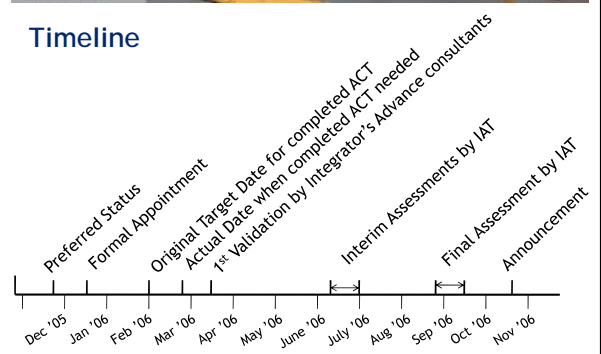### Objectives of the Project Friend Assignment

Objective 1 : To design and implement a process for the selection of an Integrator based on their alliancing culture in its broadest interpretation. i.e. The ACT.

Objective 2 : To help the IPT develop its knowledge of alliancing and thinking around the MARS alliance construct

Objective 3 : To help develop the MARS IPT's internal capabilities and culture to increase its ability to be an effective alliance partner.
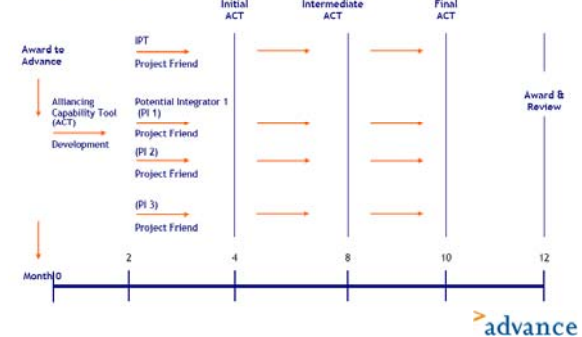
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ACT | MARS

Timeline

Preferred Status
Formal Appointment
Original Target Date for completed ACT
Actual Date when completed ACT needed
1st Validation by Integrator's Advance consultants
Interim Assessments by IAT
Final Assessment by IAT
Announcement

Dec '05 Jan '06 Feb '06 Mar '06 Apr '06 May '06 June '06 July '06 Aug '06 Sep '06 Oct '06 Nov '06

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What was the ACT to be used for ?

> As the Assessment Tool to evaluate each of the Potential Integrators (PIs) over the Continuous Assessment (CA) Phase, including the degree of improvement.
This would determine 60% of their total marks.

> It was also intended to be used to do an internal assessment of the IPT to develop a Management Plan for their development over the CA Phase.

> It was therefore to be both an Assessment & a Development Tool.

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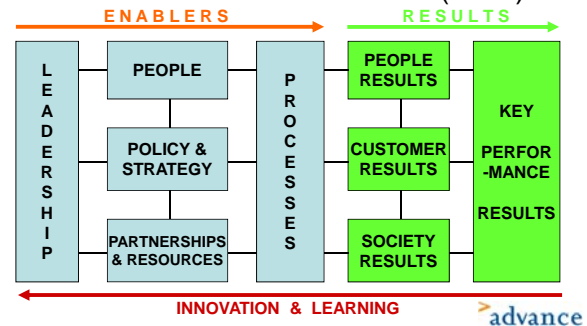
The MARS Assessment Programme

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Origins of the ACT

> Advance had previously been commissioned by UK Highways Agency to develop the Capability Assessment Toolkit (CAT) & run the programme of assessments.

> This was an organisational evaluation tool, derived from the EFQM*'s Business Excellence Model.

* EFQM = European Foundation for Quality Management

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The European Foundation for Quality Management (EFQM)
Business Excellence Model (BEM)

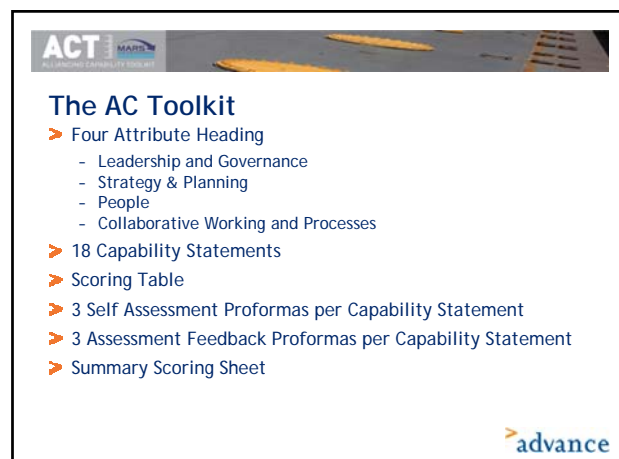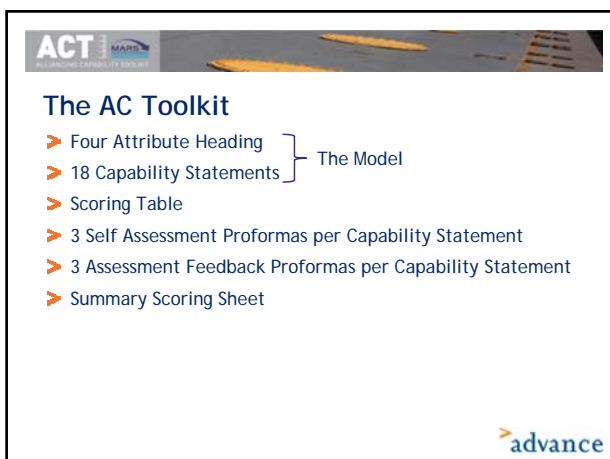ENABLERS   RESULTS

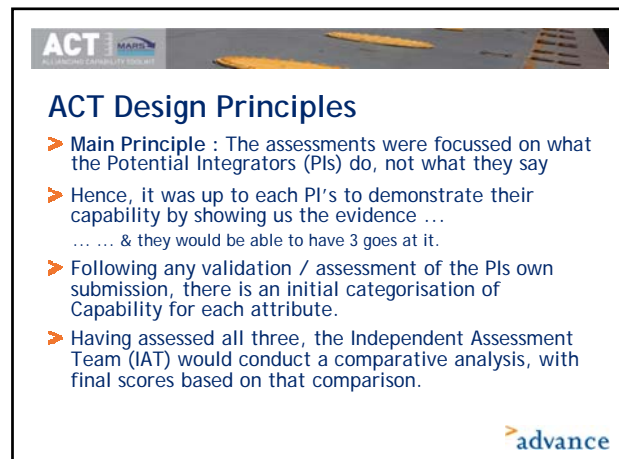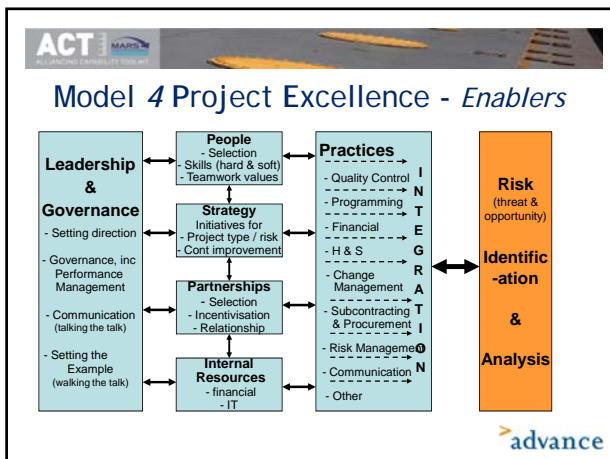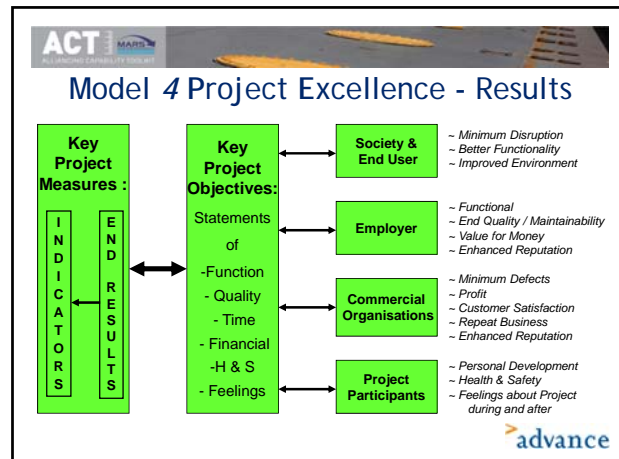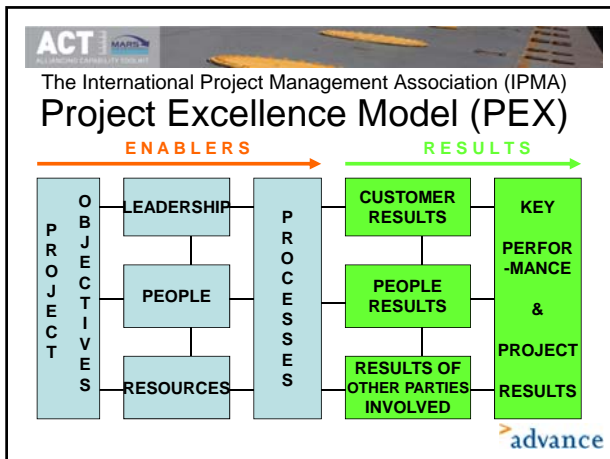INNOVATION & LEARNING

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Origins of the ACT

> Advance had previously been commissioned by UK Highways Agency to develop the Capability Assessment Toolkit (CAT) & run the programme of assessments.

> This was an organisational evaluation tool, derived from the EFQM*'s Business Excellence Model.

> While CAT was success, because it categorised performance on an ascending scale, by the end of the 2nd round, there was plateau'ing at the top end as organisations ✓ticked ✓ the criteria at each level.

* EFQM = European Foundation for Quality Management

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More on the Business Excellence Model

In evaluating performance in each of the Enabler boxes, we use a RADAR, where :

> *R* is for Results : what are you trying to achieve ?

> *A* is for Approach : what needs to be improved or changed to achieve the desired Results ?

> *D* is Deployment : how well are you deploying the selected Approaches ?

> *A* is for Assessment : how do you know the benefit arising from this Deployment ?

> *R* is for Review : how do you review and improve what you have done ?

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The International Project Management Association (IPMA)

Project Excellence Model (PEX)

ENABLERS → **RESULTS**

PROJECT OBJECTIVES

LEADERSHIP
PEOPLE
RESOURCES

PROCESSES

CUSTOMER RESULTS
PEOPLE RESULTS
RESULTS OF OTHER PARTIES INVOLVED

KEY PERFOR-MANCE & PROJECT RESULTS

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Model *4* Project Excellence - Results

Key Project Measures :
INDICATORS
END RESULTS

Key Project Objectives:
Statements of
- Function
- Quality
- Time
- Financial
- H & S
- Feelings

Society & End User
~ Minimum Disruption
~ Better Functionality
~ Improved Environment

Employer
~ Functional
~ End Quality / Maintainability
~ Value for Money
~ Enhanced Reputation

Commercial Organisations
~ Minimum Defects
~ Profit
~ Customer Satisfaction
~ Repeat Business
~ Enhanced Reputation

Project Participants
~ Personal Development
~ Health & Safety
~ Feelings about Project during and after

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Model *4* Project Excellence - *Enablers*

Leadership & Governance
- Setting direction
- Governance, inc Performance Management
- Communication (talking the talk)
- Setting the Example (walking the talk)

People
- Selection
- Skills (hard & soft)
- Teamwork values

Strategy
Initiatives for
- Project type / risk
- Cont improvement

Partnerships
- Selection
- Incentivisation
- Relationship

Internal Resources
- financial
- IT

Practices
- Quality Control
- Programming
- Financial
- H & S
- Change Management
- Subcontracting & Procurement
- Risk Management
- Communication
- Other

INTEGRATION

Risk
(threat & opportunity)

Identific-ation & Analysis

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ACT Design Principles

- **Main Principle :** The assessments were focussed on what the Potential Integrators (PIs) do, not what they say
- Hence, it was up to each PI's to demonstrate their capability by showing us the evidence …
  … … & they would be able to have 3 goes at it.
- Following any validation / assessment of the PIs own submission, there is an initial categorisation of Capability for each attribute.
- Having assessed all three, the Independent Assessment Team (IAT) would conduct a comparative analysis, with final scores based on that comparison.

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The AC Toolkit

- Four Attribute Heading ⎤
- 18 Capability Statements ⎦ The Model
- Scoring Table
- 3 Self Assessment Proformas per Capability Statement
- 3 Assessment Feedback Proformas per Capability Statement
- Summary Scoring Sheet

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The AC Toolkit

- Four Attribute Heading
  - Leadership and Governance
  - Strategy & Planning
  - People
  - Collaborative Working and Processes
- 18 Capability Statements
- Scoring Table
- 3 Self Assessment Proformas per Capability Statement
- 3 Assessment Feedback Proformas per Capability Statement
- Summary Scoring Sheet

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ATTRIBUTE 1
Leadership & Governance

CAPABILITY 1.1
Our leaders are personally and directly involved in the development of the vision, mission and agreed objectives to ensure a successful Alliance. They are communicated to everyone, in order to set the appropriate direction for the Alliance.

CAPABILITY 1.2
Our leaders are personally and directly involved in the development of the values and attendant behaviours and a corresponding framework to measure the culture of the Alliance. They develop the appropriate supportive culture by acting as champions and role models.

CAPABILITY 1.3
Our leaders continually encourage members to develop opportunities for improving the agreed outcomes. They personally sponsor the development, review and improvements identified through a clearly defined and agreed performance management system in order to bring about continuous improvement and ensure sound governance.

CAPABILITY 1.4
The key governance and management roles and responsibilities are clearly defined, agreed and communicated by leaders of the Alliance.

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ATTRIBUTE 2
Strategy & Planning

CAPABILITY 2.1
We continually develop, deploy and monitor strategy and plans based on clearly identified and agreed Critical Success Factors *.

CAPABILITY 2.2
We base the review and update of strategy and plans on the current and future needs, expectations and aspirations of all stakeholders through feedback and communication.

CAPABILITY 2.3
We communicate our strategy and relevant plans through a framework of key processes, which are owned and defined by our leaders.

* Critical Success Factors : The critical elements of the strategy in terms of what has to be done to deliver the objectives.

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ATTRIBUTE 3
People

CAPABILITY 3.1
We select, recruit and induct people using a process that is shared, coordinated and aligned to the needs and aspirations of the Alliance.

CAPABILITY 3.2
We establish, develop, sustain and continually review people's competencies to ensure they are in line with the needs and aspirations of the Alliance.

CAPABILITY 3.3
We ensure that people are clearly mandated, sufficiently competent and have the capacity to achieve agreed objectives.

CAPABILITY 3.4
We develop and deploy a communication strategy to gain the commitment of our people which involves them in securing in the needs and aspirations of the Alliance.

CAPABILITY 3.5
We recognise and reward people for the contribution they make.

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ATTRIBUTE 4
Collaborative Working & Processes

CAPABILITY 4.1
We align our objectives to address the drivers, constraints and needs of our stakeholders.

CAPABILITY 4.2
We select, manage, develop, support and integrate our supply chain to deliver the needs and aspirations of the Alliance.

CAPABILITY 4.3
We manage, develop and maintain collaborative relationships between ourselves and other Alliance members.

CAPABILITY 4.4
We manage, develop and maintain collaborative relationships with our other external stakeholders to meet the needs and aspirations of the Alliance.

CAPABILITY 4.5
We adopt and develop best practice processes to meet the needs and aspirations of the Alliance.

CAPABILITY 4.6
We collect, collate and share information and knowledge to meet the needs and aspirations of the Alliance.

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7C ACT Capability Scoring Criteria

ACT CAPABILITY SCORING CRITERIA

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7D Example Self Assessment Proformas (for Leadership & Governance only)

self assessment proforma — Leadership & Governance
APPROACH — CAPABILITY STATEMENT No.

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7F Summary Scoring Matrix

ACT | **SUMMARY SCORING MATRIX**

	ATTRIBUTES																Sum	Average
	Leadership & Governance				Strategy & Planning			People					Collaborative Working & Processes					
	1.1	1.2	1.3	1.4	2.1	2.2	2.3	3.1	3.2	3.3	3.4	3.5	4.1	4.2	4.3	4.4	4.5	4.6	Σ / 1800	Score
Approach =																			0.00	0
Deployment =																			0.00	0
Assessment & Review =																			0.00	0
Score / 300	0.0	0.0	0.0	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	
Average Score per Capability =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Final Score / 100 =	0

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The ACT Process

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A. Baseline self-assessment by Potential Integrator

B. Validation by Project Friend leading to Management Plan for improvement

C1. Development of Capabilities during CA Phase

D1. Interaction with MARS IPT to develop answers to CD's model

E. Interim self-assessment by Potential Integrator

F. Interim Assessment by Independent Assessment Team leading to Interim Score

C2. Development of Capabilities during CA Phase

D2. Interaction with MARS IPT to develop answers to CD's model

G. Final self-assessment by Potential Integrator

H. Final Assessment by Independent Assessment Team leading to Final Score

Overview of the ACT process

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Slide 4:

A. Baseline self-assessment by Potential Integrator

MARS CA Scope of Work & Scoring Mechanism

B. Validation by Project Friend leading to Management Plan for improvement

C1. Development of Capabilities during CA Phase

D1. Interaction with MARS IPT to develop answers to CD's model

E. Interim self-assessment by Potential Integrator

F. Interim Assessment by Independent Assessment Team leading to Interim Score

C2. Development of Capabilities during CA Phase

D2. Interaction with MARS IPT to develop answers to CD's model

G. Final self-assessment by Potential Integrator

H. Final Assessment by Independent Assessment Team leading to Final Score

Scored by IPT

DELIVERABLES

How the MARS CA Scope of Work & Scoring Mechanism and ACT fit together

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The MARS V-GRIP Questionnaire
V-GRIP stands for

On a scale of 1 to 10, to what extent … …

> **Values** — … were the organisation's and alliance values reflected in the way they behave

> **Goals** — … did the meeting activities demonstrate a clear focus & understanding of its purpose and goals

> **Roles** — … were the roles & responsibilities clear, with each team member understanding what was expected of him/her

> **Interpersonal** — … were issues and differences addressed openly and in a positive and constructive climate

> **Procedural** — … were the meetings structure, ground rules and procedures clear and applied by all team members
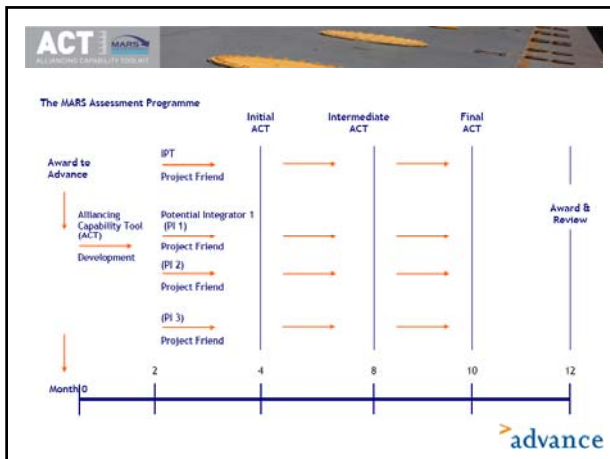
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The MARS V-GRIP Questionnaire

> This, plus written evidence, gave an auditable score out of 50.

> This, plus conversations with those IPT members who interacted with the PI, were taken into account by the Independent Assessment Team.

> The PIs were also expected to give feedback to the IPT using the V-GRIP questionnaire and feed this back through their Project Friend.

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The MARS Assessment Programme

ACT Design Principles Revisited

> **Main Principle** : The assessments were focussed on what the Potential Integrators (PIs) do, not what they say

> Hence, it was up to each PI's to demonstrate their capability by showing us the evidence ...

... ... & they would be able to have 3 goes at it.

> Following any validation / assessment of the PIs own submission, there is an initial categorisation of Capability for each attribute.

> Having assessed all three, the Independent Assessment Team (IAT) would conduct a comparative analysis, with final scores are based on that comparison.

CHECK : Do people now understand what these mean in practice ?

Lessons Learnt wrt Objective 1

1: Increased Development Time for the ACT Model & Process

2: Some Improvements to the ACT Model & Process

3: The Project Friends time allocated to each Potential Integrator and the IPT

4: Selection of complementary Project Friend Teams and Independent Assessment Team members.

5: Striking the Right Balance between the independence of each Project Friend team and overall co-ordination.

> Any Questions